Recruiting the Next Generation: A Study of Values, Attitudes, and Beliefs

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Agenda

- Approach
  - Research Issue
- Environmental Factors
- Generational Characteristics and Beliefs
- Study Results
- Conclusion

Research Issue

- How Do We Recruit the “Next Generation” of Youth?
  - *Who* are they—what are their demographics, cultural norms, values, attitudes, and beliefs?
  - *What* is their collective attitude toward military service?
  - *How* do they develop their perceptions of the military?

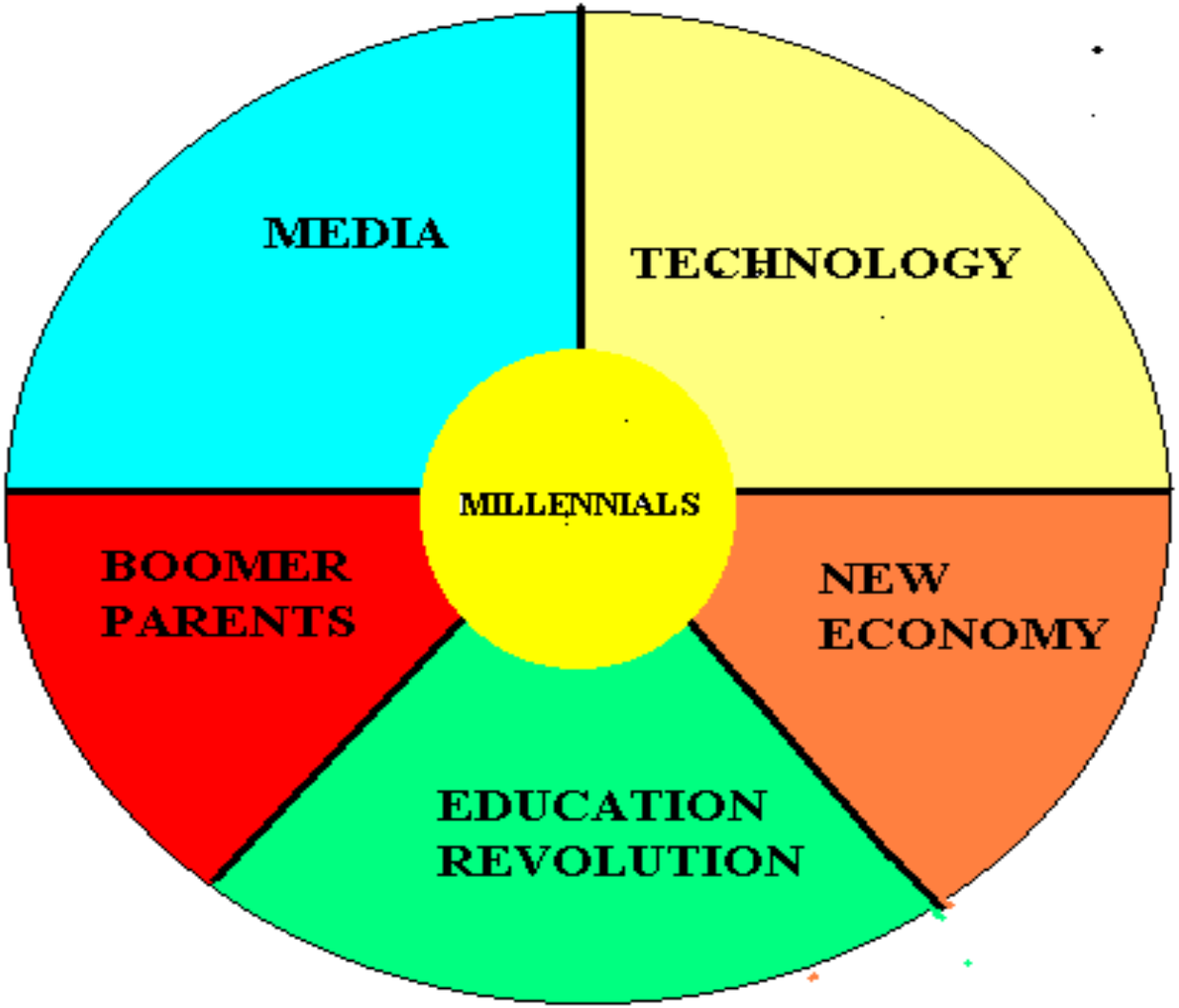
Approach

- Qualitative/Quantitative
  - Extensive Literature Review
  - Focus Groups and Informal Surveys
  - Interviews with Experts
  - Formal Survey of Monterey High School

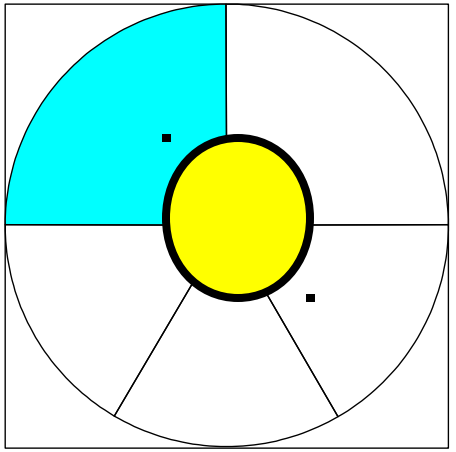
Approach (Cont.)

- 36 Focus Groups (677 teens) at the following:
  - Monterey High School, Monterey, California
  - Aptos High School, Aptos, California
  - Osborne High School, Manassas, Virginia
  - East Granby High School, Granby, Connecticut
  - **Wilbraham & Monson Academy, Wilbraham, Massachusetts**
  - Granbury High School, Granbury, Texas
  - Grapevine High School, Grapevine, Texas
  - Cedar Falls High School, Cedar Falls, Iowa
  - Tripoli High School, Tripoli, Iowa

Environmental Factors



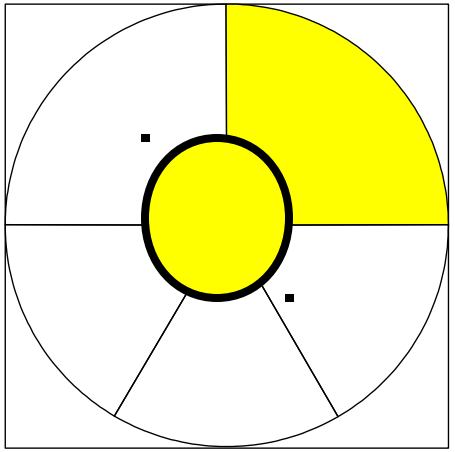
Environmental Factors
Technology



- **Most influential factor**
  - 89 % use a computer weekly
  - 61% surf the Internet weekly
  - 92 % think computers will improve their educational opportunities
  - 98% credit computers with making a positive impact in their lives.
- **<u>Information seekers, rather than passive information receivers</u>**

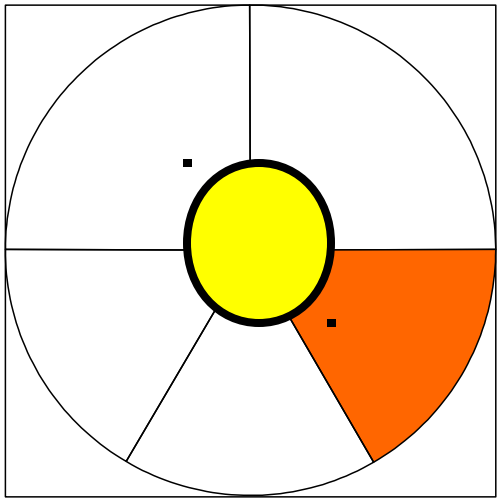
Environmental Factors
Media

- Inception of *CNN* and *USA Today*
- Instantaneous, constant media exposure
- Four Effects:
  - 1) Electronic haze
  - 2) Moral ambivalence
  - 3) Distortion of what is normal
  - 4) Shift in society's psychological center of gravity.



Environmental Factors
New Economy

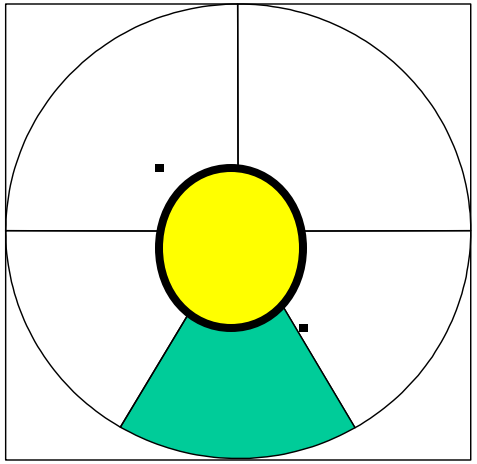
- America's largest, unprecedented, economic expansion
- 3 factors influence thinking:
  - uninterrupted economic growth
  - abundant career opportunities
  - increased economic rewards for education.
- Fundamental changes in risk-reward perceptions of civilian vs military career



Environmental Factors
Education Revolution

- 1970s compared to today
  - 61% of US children aged 3-5 attend some form of preschool
  - 65-75% HS graduates go straight to college, up from 49 percent in 1980
  - 1979 college premium was 40% compared to

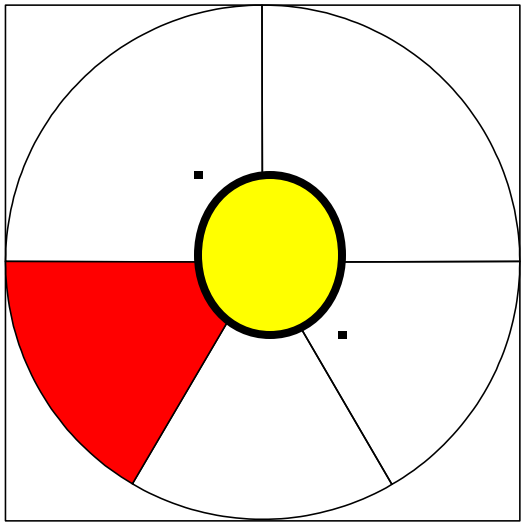
    65 % in 1995
  - 90% of parents today expect their children to go to college compared to 55% in 1972
- Increased Opportunities
- **Unrealistic expectations for compensation and workplace responsibility**



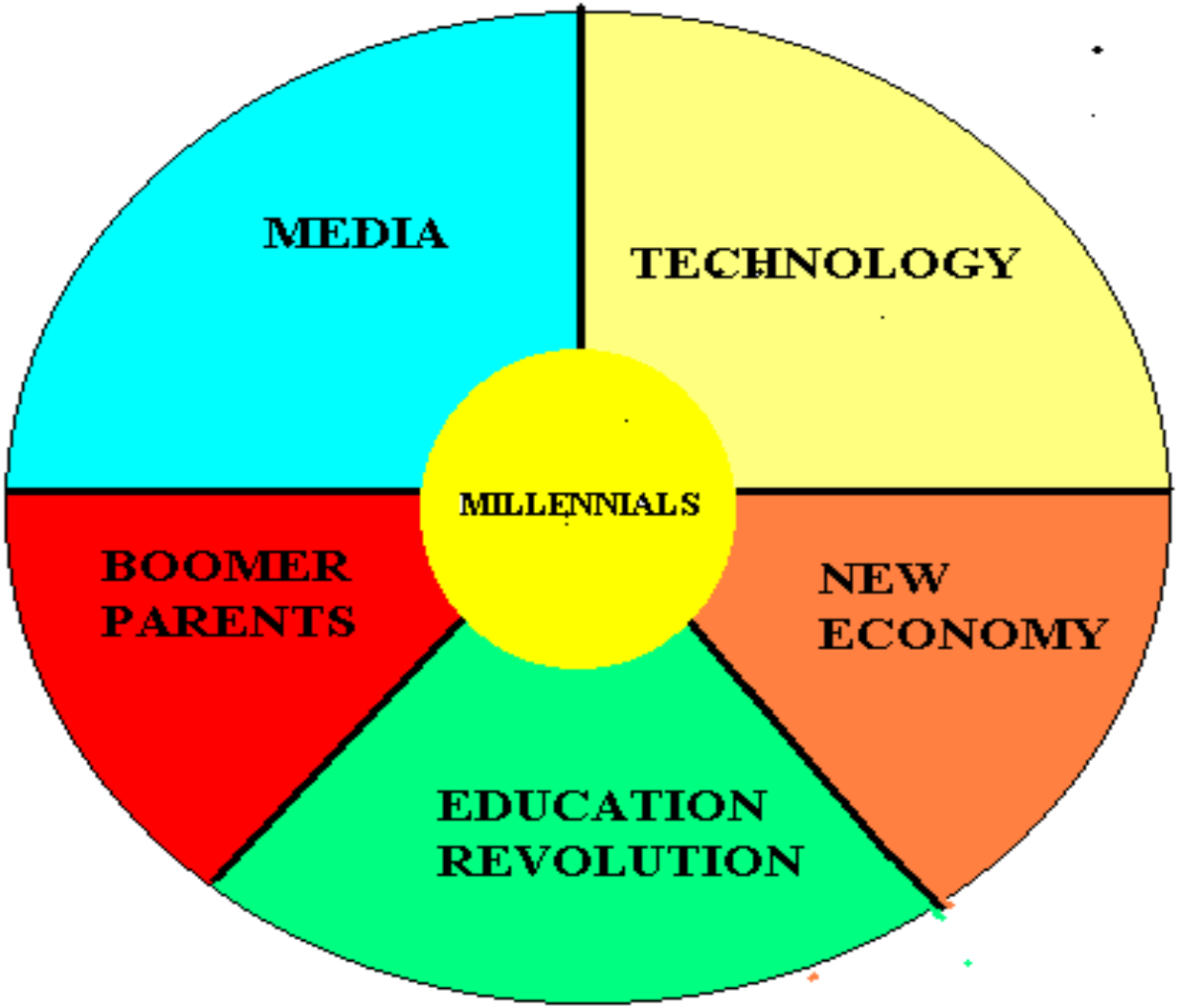
Environmental Factors

Boomer Parents

- Overprotective, controlling, and demanding
- Trophy kids—incredible pressure
- Attachment parenting-center of the universe
- Risk Averse—growth of child protective devices
- Legacy of Vietnam



Environmental Factors



Core Characteristics

- **Special**
- **Independent/vocal**
- **Sheltered**
- **Optimistic/confident**
- **Pressured/impatient**
- **Team-oriented**
- **Conventional/traditional**
- **Skeptical**
- **Tolerant/open-minded**
- **Materialistic**

General Characteristics

- Generational name
  - Millennials
  - Born after 1981
- Demographics
  - Estimates of 75-80 million
  - More diverse (race and ethnicity)
  - Smaller families

General Characteristics

- Gender
  - first generation raised in a culture where male dominance no longer prevails
  - do not appear to view each other in stereotypical gender roles
  - Girls path breakers; more academically inclined and achievement orientated

General Characteristics

- Generations of Influence
  - GI Generation (1901-1924)
    - Grandparents
  - Silent Generation (1925-1945)
    - Grandparents?
  - **Boomers** (1946-1964)
    - Parents
  - **Generation X** (1965-1981)
    - Teacher/Coach/Parent???

What MILLENNIALS think

- **The number-one goal for almost all Millennials is a well-paying job**
  - 77% having people's respect
  - 51% get along with their parents "very well" and 46% say "fairly well"
  - 50% say that they trust the government
  - 68% trust in their parent's generation: 79% grandparents' generation
  - 74 % agreed with the statement, "I'd be willing to fight for my country."

Attitudinal Differences

- Family and Friends are Extremely Important
- Race is Not an Issue
- Attitudes Toward Employment
  - "unrealistic expectations for compensation and workplace responsibility."
- Their Only Rally Cry
  - "Fix the environment"

Current 18-Year Olds

- Always been an MTV
- Always been a woman on the supreme court
- Always been CNN ad USA Today
- Always had the Space Shuttle
- John Lennon and John Belushi have always been dead
- Never dialed a phone

Focus Group Overview

- 333 Males, 344 Females
  - 91% going to College
  - 5% joining the Military
  - 4% other
  - (8% *considering* the Military)
- 41% Had an Immediate Family Member with Some Military Experience

“Universal Conscription” Focus Group/Survey Results

Focus Group Results

- 33% Air Force
- 28% Navy
- **22% Marine Corps**
- 17% Army

Written Survey Results

- 42% Air Force
- 26% Navy
- **16% Marine Corps**
- 13% Army

Attractive Features of the Marine Corps

FEATURE	OF THOSE WHO CHOSE MARINES, % BY FEATURE		OF THOSE WHO IDENTIFIED THE FEATURE, % CHOSE MARINES
Challenge/Best	28%		89%
Personal Credible Source	25%		31%
Self Improvement	14%		100%
Advertising	5%		100%
Uniforms	3%		60%
Opportunity for Action	3%		80%

active Features of the Navy

FEATURE	OF THOSE WHO CHOSE NAVY, % BY FEATURE		OF THOSE WHO IDENTIFIED THE FEATURE, % CHOSE NAVY
Mission/Environment	32%		44%
Personal Credible Source	17%		27%
Travel	19%		100%
SEALS/SOF	11%		80%
Safer	3%		31%

Attractive Features of the Army

FEATURE	OF THOSE WHO CHOSE ARMY, % BY FEATURE		OF THOSE WHO IDENTIFIED THE FEATURE, % CHOSE ARMY
Mission/Environment	37%		30%
Personal Credible Source	20%		18%
Unknown (familiar)	14%		32%
Job Opportunities/College	6%		50%

Attractive Features of the Air Force

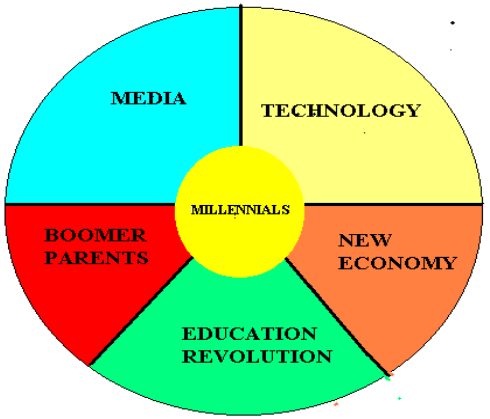
FEATURE	OF THOSE WHO CHOSE AIR FORCE, % BY FEATURE		OF THOSE WHO IDENTIFIED THE FEATURE, % CHOSE AIR FORCES
Fly	44%		88%
Personal Credible Source	13%		24%
Mission Environment	11%		19%
Training Technology	7%		72%
Safe	5%		62%
Treat People	5%		100%

Why College?

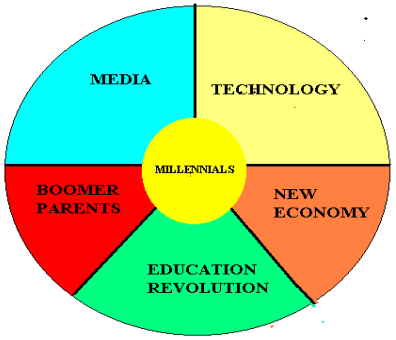
- **Wage differential is 65% more than High School.**
  - High schools build reputations on how many of their students go to college not the military
- **Independence**
- **Default decision**
  - “You would be considered a failure by your peers.”
  - “The necessary ticket for an entry-level job.”

Reasons Why Military is Unattractive

- **Loss of Control**
- **Lack of Information**
- **Demanding Lifestyle: Too**
- **Fear**
- **Being Irrelevant**
- **Long Obligation**
- **Family Separation**



Why is Autonomy so important to Millenni

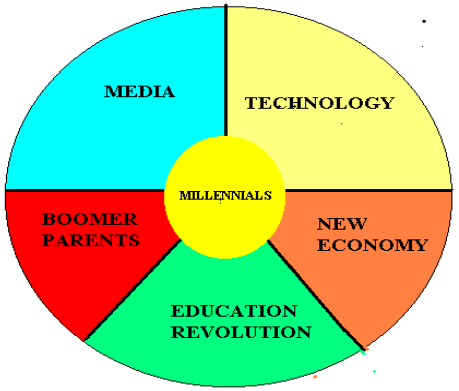


- **Controlling Parents**
  - Degradation of society is pushing parents to be over-controlling with their kids
- **Early Responsibilities**
  - Because of both parents working, youth today are thrust with responsibilities at an earlier age
- **The Empowering Computer**
  - Information seekers rather than the passive role of information recipients

Why is Autonomy so important to Millennials?

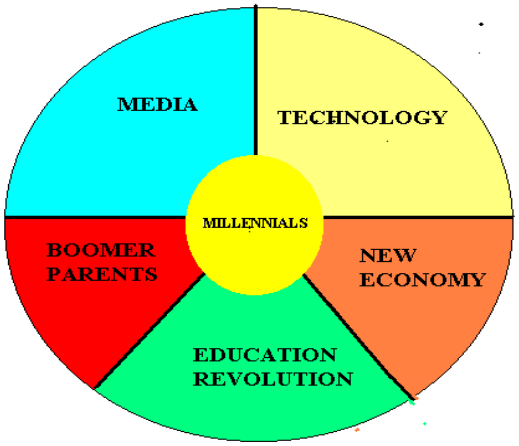
"The Net is forcing youth today to exercise not only critical thinking but also their own judgment. This process is ***contributing to the relentless breakdown of the notion of authority and the experience driven hierarchies."***

Lack of Information



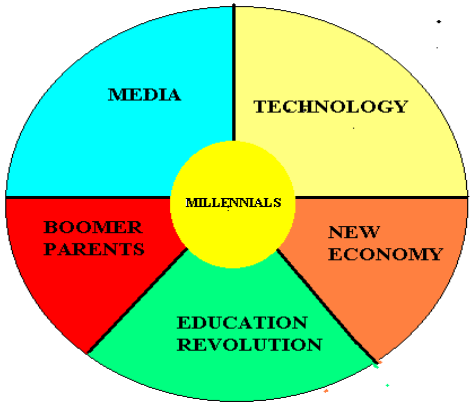
- **Little to no exposure to the military**
  - Parents not exposed to a universal draft
- **Most Millennials and Parents perceptions of the military result of the media**
  - Explosive growth in movies, theaters, and financial resources
  - Technology has made the media ubiquitous
- **Reduction in Military presence**
  - Decreasing ROTC, BRAC, Smaller Military

Demanding Lifestyl



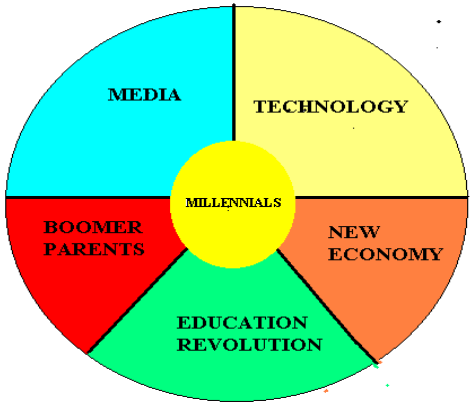
- **Not physically orientated**
  - Tend to specialize in athletics
  - Problems with obesity
- **False perceptions**
  - Media
  - Boot Camp “war stories”
- **Only known a life of relative ease**
  - No adversity, wars, economic turmoil
- **Protected and sheltered**
  - Parents/environment

Fear



- **Fear**
  - Death
  - Physical Rigors of Military Service
  - Boot Camp
- **Why?**
  - Lack of Information
  - No exposure to risk
  - No adversity
  - Not physically orientated/obesity

Fear



- Teens tend to believe 20-40% of all active duty serving during hostilities are killed.
  - Several teens stated upwards of 80%.
- Teens tend to believe it is much riskier than reality.
- What is reality?
  - "Perceptions = Reality"

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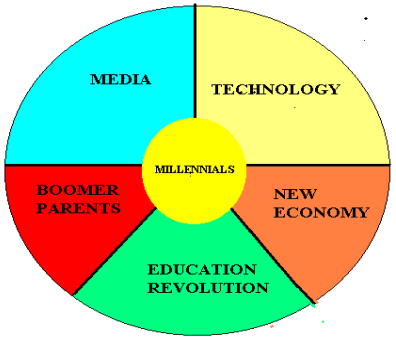
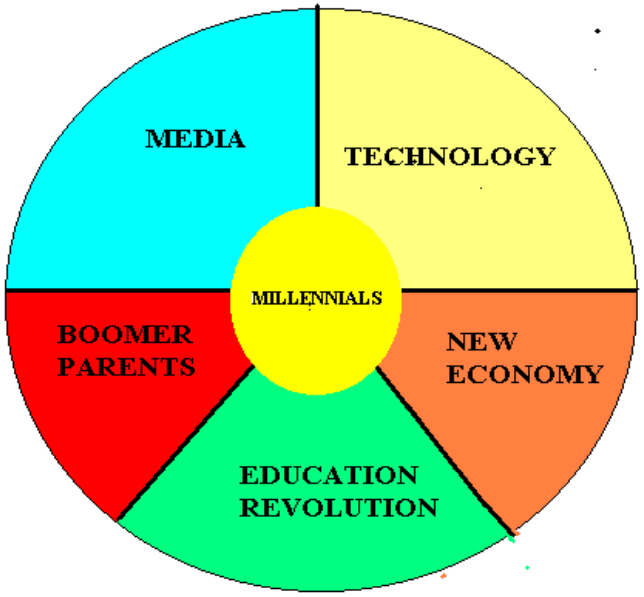
Reality



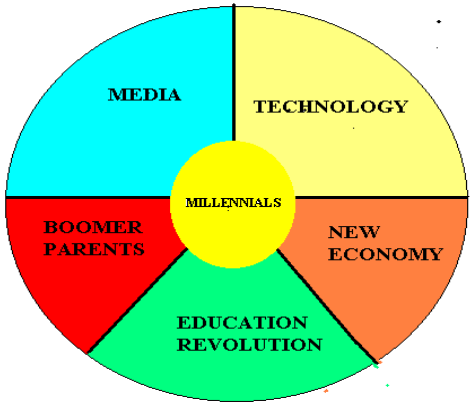
Conflict	Total Served	Killed in Action	Percentage Killed
World War I	4,734,991	116,516	**2.5%**
World War II	16,112,560	405,399	**2.5%**
KOREA	5,720,000	36,189	0.6%
VIETNAM	8,744,000	58,151	0.7%
GULF WAR	1,952,605	372	0.0
Total	37,264,156	616,267	1.7%

Being Irrelevant

- Events of 9/11 likely changed this belief
- Cold War over
  - Victory Disease
- Perceive Lack of Threat
- Political incongruence
  - Negative media coverage
- Someone else's job

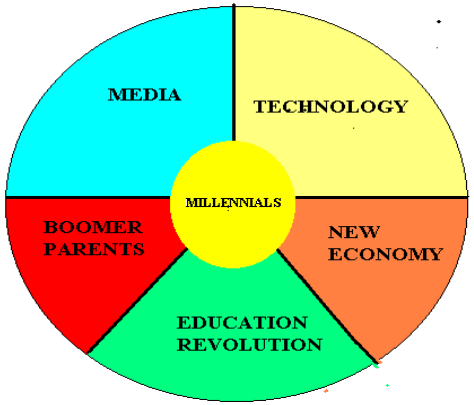


Long Obligation



- Define time differently
  - Influence of technology
  - Brief increments; minutes and seconds
- Change Educational Expectations
  - A “late” start in life
- 4-years commitment = eternity
  - Associate with 4-years of high school
  - Forces comparison with college

Family Separatior

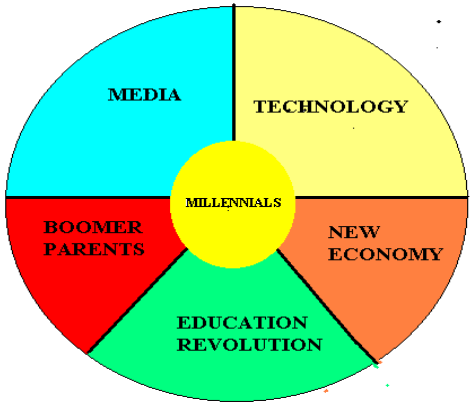


- Closer relationship with parents
  - Result of “trophy child” syndrome
  - Umbilical Cord
- Attachment parenting
  - Center of family circle not in the circle
- Need lots of support
  - Staying in the nest longer
  - Seeking more education

Reasons Why Military is Attractive

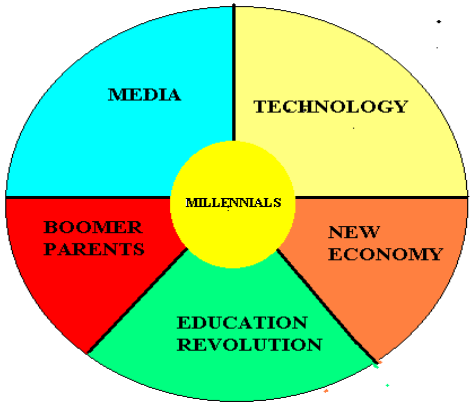
- Self-Improvement
  - Self Discipline
  - Fitness
  - Maturity
- Tangible Benefits of Service
- Esteem of Service
  - Pride, Honor and Respect

Conclusions



- **Five Environmental Factors Have Created a Different Generation, Requiring a Different Leadership Approach**
- **Common Themes Across Schools and States**
- **Significant "Knowledge Void" Exists**
  - **"The military is from Mars, teens are from Earth"**
  - **Neither Understands Each Other**
  - **Few personal contacts**
- **Media dominant in Shaping Perceptions**
- **Higher Education Chief Competitor**

Conclusions (cont.)



- **DISSUADERS Far Stronger than PERSUADERS**
  - Largely due to ignorance and misperceptions
  - Dissuaders are “me”; Persuaders are “them”
  - Accurate perceptions of “attractive features”
    - Persuaders
  - Misperceptions of “unattractive features”
    - Dissuaders

Conclusions (cont.)

Serve More Chicken!

Questions ?

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Recommendations: Recruiting the Next Generation

- Educate and Expose Target Market to the Military:
  - Expand JROTC
  - Work with Schools to Develop Education Programs
  - Embrace Community Outreach
  - Raise Military's Profile: Be Seen In a Positive Light
    - **Humanitarian, Domestic**

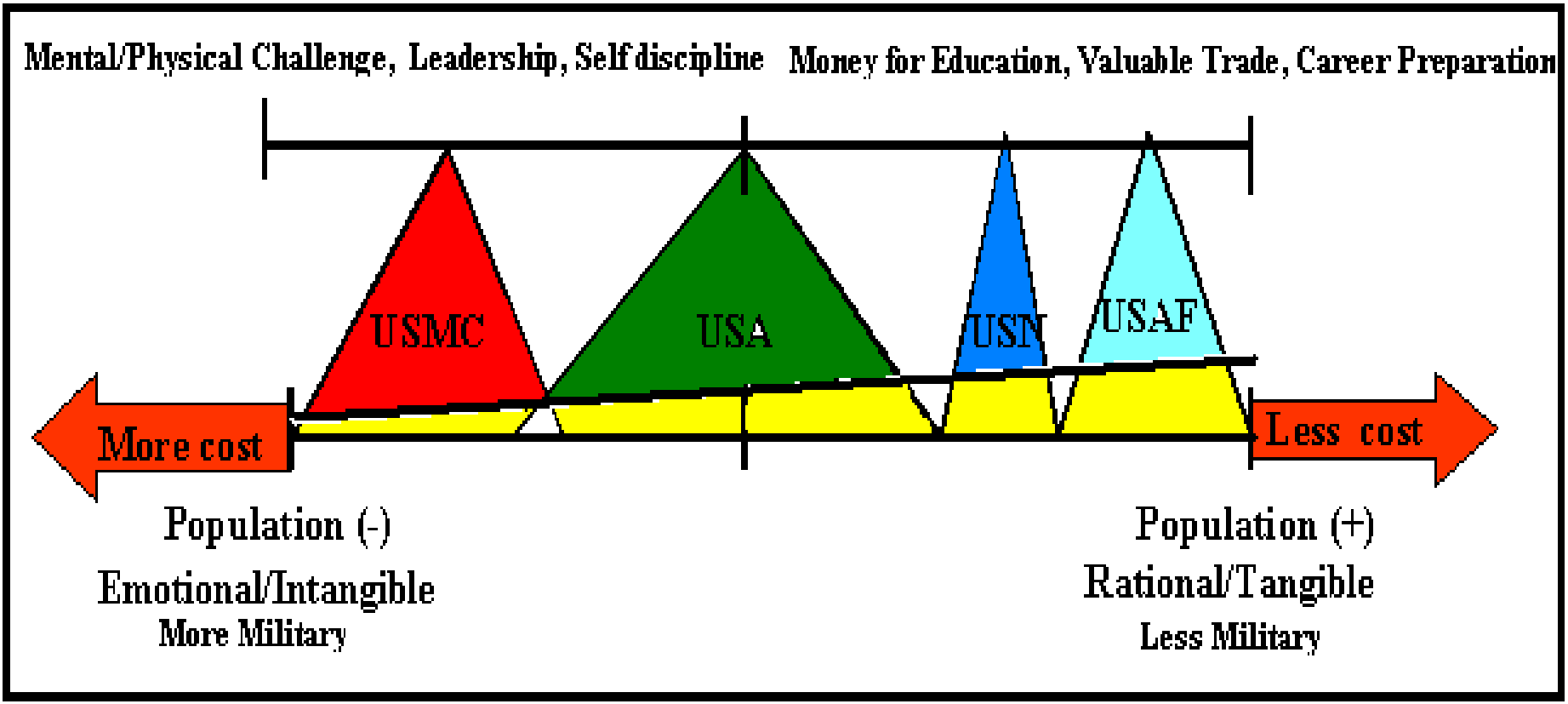
Recommendations: Recruiting the Next Generation (CONT.)

- Consider Different Recruiting Strategies
  - Focus more on Dissuaders than Persuaders
  - Adopt Value as Opposed to Market-Based Recruiting Strategies
  - Target Influencers: Parents, Teachers, Coaches
  - Adopt Recruiting Strategies that Complement College
  - Show Military Members “having fun, being normal”

Recommendations: Recruiting the Next Generation (CONT.)

- Explore Lateral-Entry Options
- Target Junior and Community College Dropouts
- Further Research: Reduce the Military's Gap

Military Market Place



Study Results

- Focus Group Overview
- Universal Conscription Exercise
  - Attractive Features of each Service
- Why College?
- Why the Military is Unattractive?
- Why the Military is Attractive?

“Universal Conscription” Survey Exercise

- **Service of Choice (148 Seniors in Monterey High School)**
  - 42% Air Force
  - 26% Navy
  - **16% Marine Corps**
  - 13% Army

“Universal Conscription” Survey Exercise

Survey Results: Monterey High School

- **Attractive Features of the Marine Corps**
  1. Challenge/Best
  2. Personal, Credible Source
- **Attractive Features of the Navy**
  1. Environment/Mission
  2. Travel
  3. Personal, Credible Source

“Universal Conscription” Survey Exercise

Survey Results: Monterey High School

- **Attractive Features of the Army**
  1. Mission/environment
- **Attractive Features of the Air Force**
  1. Opportunity to Fly
  2. Mission/environment
  3. Personal, Credible Source